

MEMORANDUM FOR:

*I don't understand
the implications of Re-
sources & Management. I
wonder whether DG
would consider it ap-
propriate to his responsi-
bilities also.
pls return*

9/14
(DATE)

FORM NO. 101 REPLACES FORM 10-101
1 AUG 54 WHICH MAY BE USED.

(47)

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17 September 1973

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MEMORANDUM FOR: [REDACTED]

SUBJECT : Proposed IC Organizational Name Changes

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REFERENCES : [REDACTED] 14 Sept. memo and your
note, same subject

Jack,

I believe all of us are fully open-minded on titles and appreciate the purposes Frank is seeking to achieve. Thus, I don't want to make a big thing of this. I'll buy any cognomen you feel reflects our task. In considering titles for units of the IC Staff I defined my own perception of what our task is for the Director and the titles I gave Frank reflect that perception. It goes as follows:

a. Mr. Colby has been asked by the President to organize and coordinate a top management team. The team consists of individual departments and agencies involved in intelligence. It embodies a whole range of authorities, lines of command, structures, and the like. He was given a design of institutional arrangements to help him in this coordination of the intelligence community's top management team, e. g., NSCIC, USIB, IRAC, etc.

b. To help him he has assembled a professional staff or "Executive Secretariat" and charged it with responsibility to use existing mechanisms to keep communication open to members of the team on issues, activities and decisions of concern to the DCI, the intelligence consumers, the President and the Congress. He also expects his "Secretariat" to think ahead in behalf of the community as a whole in context with that overview. Accordingly, and in response to the Directive, it is necessary for some element of his staff to stay in close touch with every major investment and commitment and provide to him the necessary back-up to permit a defense of resource and management proposals to the authorizing bodies, i. e., the President and Congress, along with his own personal rationale, e. g., a body of objectives, strategies, and resource mixes. How does he do this?

c. Product. This is [] account. He has no responsibility for production per se. Rather, he is Vice President for marketing and is charged with being certain that existing organizations, i. e., NSCIC and USIB, are structured and active in response to new environments, customer requirements, etc., and that the intelligence product is relevant and useful. Danny must be concerned with both the now and the future. As the Vice President for the intelligence community product, he is obviously concerned, as your buckslip suggests, with their general management from a corporate vantage point.

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d. Resources and Management. This is another account of work responsibility. (Obviously all these accounts are the responsibility of DCI/IC and the DCI and I do not mean to infer exclusivity on any of them.) Staying in close touch with investment decisions and commitments requires comprehension of the programs involved in substantive depth as well as in their resource involvement. It means considering alternative mixes or structuring so that alternatives can be forthcoming from those most qualified to advocate alternatives. It requires working inside the programs with management and also with special advisory bodies such as the USIB committees. It means seeking and understanding the rationale of the advocates. It means creating an evaluation system, both quantitative and qualitative, which will permit the DCI to trace outputs back to the costs and inputs of people, funds, materiel, and techniques. In overviewing the program performance, it also is essential to understand the management approaches employed in handling men, money, and materials, and in evolving some standards for measuring effectiveness, i. e., stepping back and asking why, what, how much, when, and who. This piece of the action - resources and management - reaches far beyond just keeping track of dollars and people. It requires probing advanced management thinking and use of tools available. It requires taking the lead as a catalyst to getting on with better management applications and styles. It encompasses all the roles OMB does for the President. Thus, the DCI and IRAC, in establishing a process of management objectives and determining resource allocations, must also be provided -- really for the first time -- measures for performance and in program terms.

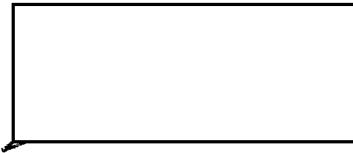
e. Evaluation. This is [] bag. It obviously will tie to both of the above. Bill should be especially future-oriented and in my view keenly sensitive to the utilization of existing mechanisms. He must constantly ask what business are we in and work to determine

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in selective cross-program context how technology can be better used within operating units to enhance the results as a whole. This kind of analysis differs from the work CCG is concerned with or indeed PRG. Whereon we are concentrating on present objectives, structures, assignments, products, people, and information flow among and between entities, Bill must focus further out and more technically in setting courses of strategy. At the same time he must build a bridge to both CCG and PRG interests but is probably subordinate to both in terms of the amount of time that the DCI would be expected to give to his work.



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